

30 DEC 1970

MEMORANDUM FOR: Administrative Officer
Office of Research and Development

SUBJECT : Proposed Career Development Program

Jim:

I apologize for the delay in returning the attached to you with our comments. Mr. Wattles asked that we circulate it among a few of our Career Board members and our own Career Management Officer before replying. I'm taking the liberty of replying for him inasmuch as he is currently preparing to move on to his new assignment.

First, we all here applaud your effort to improve employee development within your component. The plan is basically sound and we think, for an outfit of your size, could be effectively administered.

There are a couple of points we would like to bring to your attention. You discuss the possibility of entering your professional employees on duty under reserve appointment until such time as the Career Service Panel recommends termination or conversion to staff (paragraph 4.d.). Our own Review Staff here is presently working on proposed regulatory changes to put more teeth into our three-year provisional career appointment system with appropriate determinations at the conclusion of the three years regarding termination or conversion to full career status. We think this would be of greater help to you than the use of reserve appointments inasmuch as the latter are not really designed for the purpose you have in mind.

A number of us wondered if pre-EOD interviews or appearances before the Career Service Panel would prove effective. Certainly enough effort, by the time of EOD, has gone into background investigations and personal interviews with those who require the functional services involved to make somewhat superfluous a personal meeting before a Board.

One last point: If you do get into the area of long-range individual career plans, experience elsewhere in the Agency has indicated that such plans should be kept rather broad and flexible in outline. We have had very unhappy experiences, as you probably know, with the concept of "five-year career plans" and are presently considering the rescission of

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our midcareer planning regulation with its inclusion of the concept of "five-year career plans." Too often in this business, situations and requirements change and employees who are directed toward areas other than those envisioned in an earlier plan feel that commitments to them have not been kept. This is a touchy area and such problems should be kept in mind when planning on a long-range basis the development of employees.

We would be glad to discuss any part of your proposed program with you at any time.

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Executive Officer
Office of Personnel

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ORD-7566-70

10 November 1970

MEMORANDUM FOR: Director of Research and Development

SUBJECT : Proposed Career Development Program

1. After observing the activities of the ORD Career Service Panel for the past 7 1/2 years, I feel that the system could be improved by the implementation of a career development program. This program would utilize the much discussed 2-track promotion system and a method by which an employee, his division chief, and the CSP would actively participate in the development of a career plan based on the needs and desires of the employee and the career potential which he has demonstrated to his chief and the Panel. Depending upon the employee's desires and capabilities, he would be placed on either a technical support track leading to an SPS grade as a scientific advisor or on a management track leading to higher management and a supergrade rating.

2. I believe that ORD would derive enormous benefit from the establishment of a positive, flexible career development program. These benefits would include:

a. A positive, long-range career development program based on the desires and capabilities of the employee.

b. Better morale since an employee would know what plans the Agency had for him and how he could plan his future.

c. A long-range training program designed for the needs of the individual and of the office. The training program would include a "retread" period, a sabbatical year, in which the employee would receive training designed to bring him up-to-date and prevent intellectual and technical stagnation.

d. Active participation of employees and the CSP in career development plans and programs.

e. A revised evaluation system whereby the CSP would periodically review the progress of each individual, recommend training where required, or recommend remedial action where problems were encountered. The frequency of these reviews and evaluations should provide a more efficient "weeding out" procedure.

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f. A promotion system which would insure that each employee is considered for promotion on a regular schedule. A promotion list, based upon time in grade, would be established for each grade level and presented, according to schedule, to the CSP. The CSP would be required to remove, from the list, the names of those individuals who should not be promoted and would require that the responsible division chief take the necessary steps which would make that person eligible for promotion.

3. Attachment 1 is the generalized personnel management plan showing various milestones as they would occur for a new employee. Attachment 2 represents a tentative career development plan for an individual entering on duty as a GS-12.

4. Implementation of the plan would require:

a. Establishment of a 2-track system leading to supergrade management positions or SPS positions as scientific or special advisor.

b. A final decision by the employee, before promotion to GS-14, whether he would be technical support or management.

c. Promotion lists based on grade and time in grade. Personnel ineligible for promotion for any reason would be removed from the list only by the vote of the CSP.

d. New employees would have five year reserve appointments or until such time as the CSP recommends termination or conversion to staff.

5. In addition to the plan itself, I recommend the following actions:

a. Establish a procedure by which the CSP would review fitness reports after signatures are obtained.

b. Permit (or require) that prospective employees, both EOD's and transfers, be interviewed by the CSP before EOD approval is requested in order to have an additional input for your final decision.


6. The plans, which I have outlined, would not change the basic advisory role of the Career Service Panel but would make it more

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effective as a Career Panel by permitting greater involvement in personnel matters. The plan could be implemented without too much perturbation in ORD, but would require the cooperation of the Senior Panel when, and if, it became necessary to increase the SPS allocation in order to accommodate the requirements of the plan.


Administrative Officer
Office of Research and Development

Attachments: (2)

1. Personnel Management Plan
2. Career Development Plan

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Attachment 1

PERSONNEL MANAGEMENT PLAN

First Year

1. EOD as Reserve appointee.
2. Applicable in-house training.
3. Meets with Career Service Panel to discuss career plan.
4. Career Panel recommends retention, training schedule, career plan (i.e., technical or management track).

Second Year

1. Review by CSP for implementation of recommendations.
2. Competitive evaluation and re-evaluation of career plan.
3. GS 10 - 13 promotion actions presented to CSP for approval and recommendation for action.
4. Review disapproved actions to determine necessary steps for qualifying for approval.

Third Year

1. Competitive evaluation and review of career plan and implementation.
2. GS 14 - 15 promotion actions presented to CSP for approval and recommendation for action.
3. Review disapproved actions to determine steps necessary for approval.

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Attachment 1 (continued)

Fourth Year

1. Competitive evaluation.
2. Meets with CSP to discuss career plan "retread" training plan and schedule.
3. CSP recommends convention to staff status separation or renewal of Reserve appointment.
4. Presentation of approved career plan to D/ORD for final approval.

Mandatory Items:

1. Promotion

a. Grades 9, 10, 11, 12 shall be considered for promotion no later than two years after last promotion date.

b. Grades 13, 14 shall be considered for promotion no later than three years after the last promotion date.

c. The Career Service Panel shall require the supervisors of employees appearing on the promotion list to adequately defend the promotions. The Panel shall vote to strike the name of an employee adjudged unqualified and shall recommend action by the supervisor for qualifying the employee.

2. Career Planning

a. The supervisor of a new employee shall develop a proposal for a career plan for presentation to the CSP. The plan shall be periodically reviewed by the Panel no later than the end of the employees fourth year and shall be included in the employees official personnel file.

b. The CSP shall be responsible for execution of the career plan.

3. Training

The initial career plan shall contain a schedule for required Agency in-house training and shall recommend a schedule for both internal and external courses to augment or refresh current skills. The plan shall

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Attachment 1 (continued)

also include a tentative "retreading" schedule. This "retread" may involve a sabbatical year in industry or in formal academic training and should occur no earlier than the fourth year nor later than the seventh year of service.

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Attachment 2

CAREER DEVELOPMENT PLAN

John P. Doe GS 12

EOD DATE: 5 July 1970

DIVISION: Applied Physics

BACKGROUND: DOB 1948, BEE degree Cornell University, no graduate work, no industrial experience.

Initial Meeting with CSP: 2 September 1970 - Tentative plan and schedule approved, management track.

TENTATIVE SCHEDULE:

<u>Dates</u>	<u>Activity</u>	<u>Date Completed</u>
5 July 1970 - EOD		
14 - 21 July 1970	Intelligence and World Affairs	21 July 1970
21 - 22 October 1970	DD/S&T Project Officer Seminar	22 October 1970
1 March 1971	Supervisor meets with CSP to discuss plan and probational status.	
3 April 1971	CSP review of initial fitness report and recommendation for retention in service.	
15 - 28 June 1971	OPs Familiarization	
1 October 1971	CSP review implementation of plan and competitive evaluation.	
2 December 1971	Promotion consideration GS 12 to GS 13.	
2 - 15 February 1972	Management Course OTR	
1 July 1972	Competitive evaluation, CSP review of plan implementation.	

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Attachment 2 (continued)

<u>Dates</u>	<u>Activity</u>	<u>Date Completed</u>
2 - 10 September 1972	Managerial Grid	
7 July 1973	Competitive Evaluation	
2 August 1973	Meets with CSP to discuss career plan and tentative sabbatical.	
4 September 1973	CSP recommendation for conversion to career status or termination of employment.	

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